

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Truth Hardware

#### California Manufacturing Technology Consulting

#### Truth Hardware Increases Productivity

##### Client Profile:

Truth Hardware began operations in the early 1900s. The Pacoima, California facility currently employs 165 people and manufactures hinges, rollers, and sliding door handles for the large sliding door original equipment manufacturers (OEMs). Annual sales for this facility are approximately \$20,000,000.

##### Situation:

Sliding door handles are produced by a handful of competitors, each of whom generally do the same things in the same way, making the products a commodity in the marketplace. Truth Hardware experienced decreasing sales due to increasing competition on lead time, jeopardizing the product line and 12 jobs. Senior management contacted the California Manufacturing Technology Center (CMTc), a NIST MEP network affiliate, to help reduce lead times and increase sales and market share without a price reduction.

##### Solution:

CMTc coached assembly workers two hours per day, two days a week, for four weeks in lean manufacturing techniques. CMTc also worked with the Truth Hardware Value Stream Management Team to develop current state and desired future state value stream maps (VSM). The Management Team and CMTc supported the assembly workers as they redesigned work flow and assembly processes from typical mass-production assembly techniques to a manufacturing cell with single-piece flow, point-of-use storage, and other lean manufacturing techniques.

By instituting lean manufacturing techniques in the assembly area and modification of work procedures (plugging holes in painting to expedite tapping process), Truth Hardware realized cost savings, increased throughput and productivity, and now anticipates a 20 percent sales increase for the next three years.

##### Results:

Saved \$276,909.

Increased productivity by 289 percent.

Increased throughput by 158 percent.

Re-engineered assembly area from 785 handles per shift to 2025 handles per

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shift.

Anticipating a 20 percent per year sales increase for three years.

Reduced lead time.

Saved all 12 jobs.

Returned 15:1 on its investment.

### **Testimonial:**

"...this is the best investment that this facility has made in over twenty years . . . working with the California Manufacturing Technology Center, we significantly increased productivity and saved jobs too."

Jose Montero, Plant General Manager